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| Report Title | Business Plan 07/08 – Update |
| Reporting Officer, Team, Role and Contact Details | Bernard Mooney Best Value Project Manager Best Value Team Tel: 020 8489 4486 |
| Executive Director | Sorrel Brookes |
| Meeting Description | Quarterly Meeting with Council |
| Meeting Date | 18th December 2007 |
| Agenda Item | |
| Status of Report | Non-confidential |

1. Summary and Recommendations

- 1.1 This report sets out progress up to mid November on priority projects for 2007/08 from the business plan.
- 1.2 The Council are asked to note progress on the priority projects.

2. Background

- 2.1 Business planning is an essential tool for establishing the work priorities for organisations, how they will be resourced, and when they will be completed by. Regular monitoring of progress against projects and targets is necessary to readily identify areas of potential risk and mitigate the risk.
- 2.2 Homes for Haringey's Service Delivery Committee agreed the 07/08 priority projects at its meeting in June and a progress report went to the last Quarterly meeting with the Council in August. This update sets out progress on each of the priority projects and includes a programme highlight report (Appendix 1) which has been developed using information provided by project managers in highlight reports.

3.0 Highlight Reports

- 3.1 Appendix 1 provides a more detailed management summary for each project. Individual project highlight reports are available on request.
- 3.2 Most projects did not start until June due to the Audit Commission inspection taking place in May.

- 3.3 The recommendations from the Audit Commission inspection report have been incorporated into our business planning process.
- 3.4 Headline issues for each project (September to mid November) are:

Developing and implementing the People Plan

The People Plan complements the Homes for Haringey Business Plan by ensuring that our inward looking activities support the delivery of the organisation's overall aims, ensuring that appropriate people policies and procedures are in place. The first phase of our management assessment and development comes to an end on 31st December and has gone extremely well. Phase 2 begins in April 08. We have been working in partnership with HR staff in the Council on the preparation for the transfer of Human Resources to Homes for Haringey from 1 April 08. The People Planning Group is working on projects planned for the next 2 years. The Learning and Development team have been restructured and an Organisational Development Manager post has been created. A special working group has been identified for Disability 'Two Ticks' accreditation. Homes for Haringey's corporate induction is run regularly and is well received by staff. Homes for Haringey have joined the Human Resources ALMO group.

Customer access strategy

The purpose of this project is to develop and deliver a future customer access strategy. The research phase is almost complete and consultation has commenced. Key activity this period has been the Equalities Impact Assessment. This assessment has been discussed in detail with the Equalities Manager and has been presented to the equalities forum. The key discovery arising from this piece of work is that there does not appear to be any group/segment of service users unable to access the service – the project therefore needs to focus on choice and preference, with service users being encouraged to consider "must haves", preferences and concessions within the identified project constraints. Findings from this project will be shared with the council as there are several areas of mutual interest. We finalised our Chartermark self assessment and agreed to apply for accreditation in late 08 early 09.

Implementation of new Board arrangements

This project will ensure that Homes for Haringey has a full Board membership that reflects the make up of the borough. Resident elections have filled 5 out of 6 resident Board member places. The campaign process to identify a North Tottenham resident has been completed, and a new Board member has been selected. The induction process for 5 resident members is complete and the

induction process for the new resident member has begun. The Board broadly represents the ethnic diversity of Haringey and 13 out of the 16 board members are Haringey residents.

Learning organisation

This project is to assist the business in becoming a Learning Organisation. Activities undertaken include the publication of a second learning report. This feeds back into team planning the learning points from all the feedback Homes for Haringey receives. Having looked at the cost to us of investigating and responding to complaints we are working hard on earlier resolution of problems and getting the service right from the start. A second wave of reciprocal mystery shopping is underway with Stevenage Homes and Barnet Homes. Ecotec Ltd have been selected as the new Market Research provider, initial project requirements have been scoped and the contract is under negotiation. Performance is on or above target for Stage 0, Stage 1 and Stage 2 Complaints.

Developing and implementing the accommodation and structure strategy

This project is developing and implementing a strategy for the accommodation and structure required by Homes for Haringey, that covers short, medium and long term requirements. A schedule of proposed short term moves and costs has been agreed by EMT. Recharges for the next financial year are being agreed with Corporate Property Services. Resolution to key issues is being explored. Consultation on planned moves has begun with staff. By end of March 2008 we will have made more effective use of office space in River Park House, moved all housing staff out of Hornsey Town Hall, centralised Income Collection and co-located tenancy management staff with Customer service centres.

Business planning

The business plan being developed for 2008/09 will clearly set out the organisation's aims and explain how we are going to deliver and resource them. The Board and Council have agreed our 08/09 aims and cross-cutting themes. Homes for Haringey completed and submitted all requested documentation for the Council's Pre-Business Plan Review in September. Homes for Haringey have consulted the Board, the Residents Consultative Forum, EMT and all managers to draw up outcomes the organisation plans to have achieved within five years. Team plans have been submitted by all third tier managers following consultation with their staff and residents, commented on by EMT leads, revised and then re-submitted. Extended EMT held a workshop on the 19th November to discuss the 5 year outcomes, how we plan to achieve these and what the high-level milestones will be, and this meeting is the basis for drawing up the 5 year business plan

(alongside the completed team plans). Work has commenced on drafting the Business Plan and the intention is to have provided a draft of the Business Plan to the Housing Client by the 19th December, with consideration by the Council's Cabinet in March 2008.

Implementation of Repairs Client Function

The purpose of this project is to establish a repairs client structure within Building Services to manage the Responsive and Void Repairs Contract, including a discrete team to deliver the adaptations programme. All staffing costs to be contained within existing establishment budgets. Progress with setting up the structure has been good and the following teams have been established; pre and post inspections, a team focused upon more complex areas of work such as disrepair, party wall matters and Fire Risk Assessments, an expanded estate inspection function, voids, dedicated admin and QS functions and an adaptations team. It should be noted that the long term future for the adaptations surveyors is currently under review as the Council decides upon its delivery plan for adaptations. These employees may need to be re-allocated to general surveying if there is insufficient workload or may be subject to TUPE transfer if the Council decides to outsource future design and supervision of adaptation work.

Repairs Operations

The purpose of this project is to ensure that Repairs Operations has structures and systems in place to deliver the new repairs contract. Additional senior management resources have been put in place to assist with the mobilisation including the new Project Director who started on 12th November 2007. Key objectives have been agreed and a new high level structure has been implemented. A detailed action plan is in place and achievements to date include; continued development of the TASK IT system to improve performance management capabilities, further reductions in the use of sub contractors, the introduction of a new productivity scheme which has increased productivity from approx. 4,000 to 7000 hours per week in the last 5 months, the setting up of a dedicated team to deal with emergency and urgent repairs and the reorganisation of the voids structure to establish separate teams for routine and extensive works. We have confirmed the start date for the new repairs call centre as 1st April 2008 and have made arrangements with the Council's call centre to maintain services to that point.

Management of mechanical and electrical contracts

The project is aimed at improving the service delivery for residents by better performance management of planned and reactive maintenance contracts, including; door entry systems, TV aerials, lifts and gas appliances. All contracts have recently been subjected to competition to ensure value for money and performance

management frameworks have been agreed with all contractors. Part of the project involves the establishment of direct IT links with our sub contractors to enable more efficient works processing and accurate record keeping, facilitating better performance management. The roll out of the housing database OHMS to the door entry maintenance contractors has been achieved but further progress has been delayed due to operational issues in relation to the roll out of the latest version of OHMS (39) and the installation of the new contractor portal by the Corporate IT Service and Anite. The revised programme is for the new contractor portal functionality to go live in March 2008 for door entry, followed by TV aerials in April and lifts in May. Gas maintenance will then follow after the start of the new gas contracts in April 2008. Draft audit reports for responsive M&E repairs and the annual testing of electrical installations have been received and both are green with substantial assurance. A response to the recommendations will be made by 13th December.

Procurement of Gas Maintenance Contracts

This project is to procure contracts for gas servicing and maintenance to tenanted properties after March 31st 2008 when the current contracts expire. Tender documents were issued on schedule and eight tenders were received on 7th November 2007. Four companies declined to tender out of the twelve invited. The basis for evaluating the bids will be 40% price and 60% quality. The evaluation panel, including two residents, completed the evaluation of the contractor's method statements on 16th November. The price evaluation was completed by our consultants, Keegans, and Homes for Haringey on 22nd November. Two tenders have been eliminated on the basis of being beyond the published affordability threshold. The remaining contractors will be subjected to verification visits and interviews to be completed by 13th December 2007. The project is on schedule to report to the Board on 30th January 2008. This will leave approximately a two month lead in period for the new contractors.

Decent Homes Preparation

This project is to prepare for the commencement of the decent homes pilot programme in February 2008 and the commencement of the main programme in April 2008. The stock condition validation surveys exercise and the desk top exercise to extrapolate the results across the remainder of the housing stock is now complete. The scoping surveys for the pilot projects have been completed. On 27/11/07, Homes for Haringey's Board agreed to recommend the year one programme to the Council and it can be published immediately following Council approval in January 08. The entire 5 year programme will be ready for approval by the Board & Council during January and February 08, enabling it to be published for residents and other stakeholders in March 2008. Resident representatives have been involved through the

asset management panel. A meeting with the Department for Communities and Local Government has taken place to discuss our bid and the likely funding allocation. A further meeting is planned for 10th December and it is expected that the decent homes allocation will be finalised before Christmas. The year one programme has been valued at £38m and DCLG have indicated that funding will be available at this level from April 2008. The budget and risks are shown as amber because the timing and level of funding allocation has not yet been finalised. An internal audit report has been received in relation to our decent homes preparations giving a substantial level of assurance (green).

Implementing the Respect Agenda

The main purpose of this project is to support Homes for Haringey's strategic aim of developing safer and stronger communities. A detailed Project Plan has been drafted and has been submitted to EMT for approval. Work has continued to develop the borough's first 'Good Neighbour' agreement at Mountview Court, which will be used as the template for other estates as this is rolled out next year. Feedback from residents has been positive and over 90 suggestions have been submitted. These have been collated and prioritised and a draft agreement will shortly be sent out to all residents for further comments before a final meeting to conclude this. We have sought views via a survey on the operation of the Safer Neighbourhood Panels, and how the meetings could be improved to better respond to tenants concerns – the results are currently being analysed. The first Youth Panel meeting will take place on 4 December 07.

Managing estates performance and information framework

The purpose of this project is to identify a performance framework for managing estate environments. This includes identifying the performance information needed to do this, identifying the best methods for collecting this information and putting forward recommendations for changes needed from existing practice. A report has been completed, which identifies all the current monitoring information available and identifies overlaps between information collected by different groups (such as Estate Inspections, Estate Services Manager monitoring, and resident monitoring). We are applying all the information we currently have to one pilot area – Kenneth Robbins House - in order to use this as a template for the changes in the monitoring systems we wish to make and to decide how best this information can be presented. The intention is that eventually all residents will be able to access all local monitoring information via the website. The result of this pilot and suggestions for taking this project forward will be considered by the service delivery committee in February. We are also developing a new questionnaire

that we will be asking residents / Members to complete at the next round of estate inspections.

Environmental sustainability

To produce an Environmental Sustainability strategy and detailed action plan. The project plan was signed off by the Service Delivery Committee in October 2007. The project is on course for the Committee to adopt the strategy in February 2008. The strategy and plan includes:

- The improvement to the environmental performance of our stock via the Decent Homes programme.
- A review of our procurement of materials and the implementation of new procurement arrangements.
- Contribution to the Greener Borough objective via investment in open spaces on estates.
- Further roll out of recycling to our estates and offices.
- Development and implementation of a green staff travel plan and revised service access arrangements.

The overall status of the project is green because the issues and risks identified do not fundamentally impact on the ability of the team to delivery the objectives of the project in this financial year.

Equalities Excellence

This project requires that an Equalities Excellence Plan to enable Homes for Haringey to achieve excellence in the area of equalities and diversity by December 2008 is written and implemented. The plan was approved by the Executive Management Team and the Equalities Forum will take primary responsibility for ensuring that it is delivered. A matrix setting out the current equalities information available and the gaps has recently been considered. In addition we are currently reviewing training requirements; ensuring that all Team Plans adequately address equality and diversity issues and that all key projects this year complete Equality Impact Assessments. The Board has recently approved the Equalities and Diversity strategy and we will shortly be starting consultation with residents in respect of our Equalities Policy.

Implementation of value for money strategy

The update of value for money strategy is still being drafted and will be completed by March 2008. This strategy will contain an action plan for the further embedding of strategy in the organisation and will incorporate value for money issues contained in the business and team plans for 2008/09. The Housemark submission for 2006/07 has been submitted and work will be undertaken to use this comparative information for targeting and prioritising value for money work in the next financial year. The scoping of the review of IT services is underway

and as part of this project we have made submissions in respect of IT services to Housemark as part of a national ALMO review of IT costs

Taking performance forward

The purpose of this project is to identify the measures needed to embed performance management at all levels of the organisation, but with a strong focus on teams (as defined in the performance management framework), and to set out a programme for beginning this process. In addition to getting Executive Management Team to agree the approach on taking performance forward and publicising performance, the Performance team has met with all management teams in Housing Management and Building Services to agree draft set of PIs for individual scorecards. Meetings with the residents' finance, supported housing, tenant participation and repairs panels to get their proposals for residents' top 10 performance indicators, and communication with all other panels has led to a proposed "Resident's Top Ten" indicators. Meetings have been held with the client to develop an outline of a scorecard approach for future years with the Board due to discuss this at their next away day.

4. Comments of the Director of Finance

4.1 Not relevant.

APPENDIX 1

| Homes for Haringey Programme Highlight Report | |
|--|--------------------------------------|
| Date of Quarterly Meeting | 17th December 2007 |
| Projects as at: | 15th November 2007 |
| Report Author: | Bernard Mooney |
| Version: | 0.1 |

Project Index:

| Title | Project Manager | Status |
|--|------------------------|---------------|
| Developing and implementing the People Plan | Jennie Wyatt | G |
| Customer access strategy | Sue Hunter | G |
| Implementation of new board arrangements | Roxanne Misir | G |
| Learning organisation | Gethin Segal | A |
| Developing and implementing accommodation and structure strategy | Arshi Zaman | G |
| Business planning | Arshi Zaman | G |
| Implementation of Repairs Client Function | Martin Hoctor | G |
| Repairs Operations (Structure & Systems to deliver the new repairs contract) | David Gray | G |
| Management of mechanical and electrical contracts | Les Armstrong | A |
| Procurement of Gas Maintenance Contract | Les Armstrong | G |
| Decent Homes Preparation | Ola Akinfe | G |
| Implementing the Respect Agenda | Winston Reid | G |
| Managing estates performance and information framework | Mike Meehan | G |
| Environmental sustainability | Jacinta Walters | G |
| Equalities | Christine Joseph | G |
| Implementation of value for money strategy | Peter Willets | G |
| Taking performance forward | Mike Meehan | G |

| Key to Project Status Symbols | |
|--------------------------------------|--|
| G | On target and no major risks/issues have been uncovered. |
| A | Some slippage has occurred but this can be managed. |
| R | Slippage has occurred that is not recoverable & will have a major impact |
| N | Highlight report has not been provided by the project manager. |

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|--|-------------------|--|--|--------------------------------|----------|----------|
| Project Title | | Developing and implementing the People Plan | | | | |
| Project Manager: Jennie Wyatt | | | Project Sponsor: Sorrel Brookes | | | |
| Status This Month | Status Last Month | Timescale | Budget | Performance | Issues | Risks |
| G | G | G | G | G | G | G |
| Original End Date: Phase 1: March 2008 Phase 2: March 2009 | | Current End Date | | Project Budget: £nil | | |
| PROJECT DESCRIPTION / OBJECTIVES | | | | | | |
| <ul style="list-style-type: none"> ▪ To ensure all staff are aware of, understand the ethos of, and where possible are instrumental in delivering the People Plan ▪ To implement the updated People Plan ▪ To provide regular updates to, and invite input from, the Board (Human Resources Committee) and Executive Management Team ▪ To provide regular updates to, and invite input from, the Unions and Equalities Forum ▪ Improve Staff Satisfaction with Homes for Haringey as an employer | | | | | | |
| <u>MANAGEMENT SUMMARY FOR REPORTING PERIOD:</u> | | | | | | |
| Achievements this reporting period | | | | | | |
| <ul style="list-style-type: none"> ▪ Learning and development team restructured following Value For Money review of OD&L, and Organisational Development Manager post created ▪ Identified special working group for Disability 'Two Ticks' accreditation ▪ HfH joined the HR ALMO group ▪ Provided tailored support and development programme to managers assessed as not yet competent under the management benchmark ▪ Worked in partnership with the Council on the preparation for HR coming to HfH on 1 April 08. | | | | | | |
| Explanation for Red/Amber traffic lights – Not applicable | | | | | | |
| Issues for Resolution - None | | | | | | |
| New Risks - None | | | | | | |

| Project Title | | Customer Access Strategy | | | | |
|--|-------------------|--------------------------|---------------------------------|--------------------------------|----------|----------|
| Project Manager: Sue Hunter | | | Project Sponsor: Sorrel Brookes | | | |
| Status This Month | Status Last Month | Timescale | Budget | Performance | Issues | Risks |
| G | G | G | G | G | G | G |
| Original End Date: Phase 1: March 2008 Phase 2: March 2009 Phase 3: June 2012 | | Current End Date | | Project Budget: £nil | | |
| PROJECT DESCRIPTION / OBJECTIVES | | | | | | |
| <p>“to develop and deliver a future customer access strategy”</p> <ul style="list-style-type: none"> • To understand which customers contact us, why, how, and the cost per contact of each channel • To identify who is not contacting us and why • To identify best in class performance and innovative practice in this area • To make recommendations on future access - including shift towards cheaper channels and reduced average cost per contact (reduction to be agreed) • To improve our customers experience in accessing our service and to achieve external accreditation for our service provision • To implement agreed recommendations | | | | | | |
| MANAGEMENT SUMMARY FOR REPORTING PERIOD: | | | | | | |
| Achievements this reporting period | | | | | | |
| <ul style="list-style-type: none"> ▪ Project Team (staff) and Special Working Group (residents) meetings held according to Project Plan ▪ Consultations at the following forums: Leasehold Panel, Disabled Peoples Group, Residents Consultative Forum, Residents Repairs Group, Supported Housing Forum ▪ Charter mark self assessment finalised – including cost of inspection ▪ Board Member “champion” recruited to project group ▪ Door knocking as part of National Customer Services Week ▪ Summary survey completed to go in December Homes Zone | | | | | | |
| Explanation for Red/Amber traffic lights – Not applicable | | | | | | |
| Issues for resolution – None | | | | | | |
| New Risks – None | | | | | | |

| Project Title | | Implementation of new Board arrangements | | | | |
|--|-------------------|---|--|-----------------------------------|----------|----------|
| Project Manager: Roxanne Misir | | | Project Sponsor: Sorrel Brookes | | | |
| Status This Month | Status Last Month | Timescale | Budget | Performance | Issues | Risks |
| G | G | G | G | G | G | G |
| Original End Date: March 2008 | | Current End Date: | | Project Budget: £49,500 | | |
| <p>PROJECT DESCRIPTION / OBJECTIVES</p> <p>To ensure that Homes for Haringey has a full Board membership via:</p> <ul style="list-style-type: none"> • Planning an effective recruitment process for Board members including resident elections • Implementing an induction process for all new Board members • Succession planning to prepare for the resignation of Board members • Process in place to quickly replace Board members who resign • To have a Board that reflects the make up of the borough • 100% Board membership achieved and maintained | | | | | | |
| <p><u>MANAGEMENT SUMMARY FOR REPORTING PERIOD:</u></p> <p>Achievements this reporting period</p> <ul style="list-style-type: none"> • Campaign process to identify North Tottenham resident completed • New Board member selected • New Board member training • Proposals on succession planning completed – consultation to start. <p>Explanation for Red/Amber traffic lights – Not applicable</p> <p>Issues for resolution - None</p> <p>New Risks - Residents may be critical of succession planning proposals. Mitigation plan is to ensure residents' comments are fed into the Board report.</p> | | | | | | |

| Project Title | | Learning organisation | | | | |
|--|-------------------|-------------------------|---------------------------------|--------------------------------|----------|----------|
| Project Manager: Gethin Segal | | | Project Sponsor: Sorrel Brookes | | | |
| Status This Month | Status Last Month | Timescale | Budget | Performance | Issues | Risks |
| A | A | G | G | A | G | G |
| Original End Date: 31 March 2008 | | Current End Date | | Project Budget: £21k | | |
| PROJECT DESCRIPTION / OBJECTIVES | | | | | | |
| <ul style="list-style-type: none"> ▪ Assist the business to become a Learning Organisation; ▪ Review the quality of service delivery and provide recommendations for improvement; ▪ Maintain accreditation under ISO9001, assist the business to grow the Quality Management system and ensure it remains fit for purpose; ▪ Developed improved methods of assessing customer satisfaction and ensure that the results are analysed and used to improve service delivery, and ▪ Increase the level of both solicited and unsolicited feedback from BME/minority residents. | | | | | | |
| MANAGEMENT SUMMARY FOR REPORTING PERIOD: | | | | | | |
| Achievements this reporting period | | | | | | |
| <ul style="list-style-type: none"> • Initial Estate Services Satisfaction project 'Project Initiation Document' produced • Learning report 2 published and further work on "failure demand" underway. • Part one of Internal auditor training for 10 officers completed to meet future demand. • 2nd Wave of reciprocal mystery shopping underway with Stevenage Homes and Barnet Homes. • Ecotec Ltd selected as the new Market Research provider, initial project requirements scoped and contract under negotiation. • Feedback Team outreach work underway and initial youth group work completed. • Estate Services Satisfaction project 'Project initiation document' drafted and initial scoping work completed. • Asset Management satisfaction survey questionnaire first draft completed. | | | | | | |
| Explanation for Red/Amber traffic lights - After 2 disappointing summer months performance in feedback has begun to recover and is now on or above target for Stage 0, Stage 1 and Stage 2 Complaints. | | | | | | |
| Issues for Resolution - No additional issues | | | | | | |
| New Risks - The volume of Stage 2 Complaints may affect our ability to maintain performance. The mitigation plan is to carry out analysis of the complaints that have escalated from Stage 1 to Stage 2 in order to address the issues that are causing the increased volume of Stage 2 complaints – deadline for this is the end of December. | | | | | | |

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|--|-------------------|---|--|---------------------------------|----------|----------|
| Project Title | | Developing and implementing the accommodation and structure strategy | | | | |
| Project Manager: Arshi Zaman | | | Project Sponsor: Stephen Clarke | | | |
| Status This Month | Status Last Month | Timescale | Budget | Performance | Issues | Risks |
| G | G | G | G | G | A | G |
| Original End Date: Phase 1: March 2008 Phase 2: March 2009 | | Current End Date | | Project Budget: £100k | | |
| PROJECT DESCRIPTION / OBJECTIVES <ul style="list-style-type: none"> Documented Strategies with action plans and business cases produced for the short, medium and long term. Strategies agreed by the Executive Management Team. | | | | | | |
| MANAGEMENT SUMMARY FOR REPORTING PERIOD: | | | | | | |
| Achievements this reporting period | | | | | | |
| <ul style="list-style-type: none"> The actions below are all part of the short-term strategy (Phase 1) Schedule and budget for moves agreed by EMT Met with Corporate Property Services to negotiate recharges for next financial year Risk log written and distributed to EMT Met with Income Collection to discuss the risks/issue/mitigation of centralisation Met with Head of Income Collection and Managers from North Tottenham Area Office to finalise arrangements for separation of files Briefing given to Union representatives on the project and briefing note distributed Item on moves published in Team Brief and Staff News Report on interviewing space at Wood Green written and presented to EMT and forwarded to Customer Services and Corporate Property to facilitate resolution of known issues Met with Corporate Property Services about Haringey Council's new parking policy Met with Corporate Property Services to discuss arrangements for moves now schedule has been agreed | | | | | | |
| Explanation for Red/Amber traffic lights | | | | | | |
| Income Collection Interview space and usage - the pressure for interview space may be in excess of what can be accommodated by Wood Green Customer Services Centre. Strategic discussions between Corporate Property, Customer Services and HfH to maximise interviewing facilities available and fairly distribute costs are to take place by end November. There are also not currently enough parking spaces available in Wood Green to accommodate the essential car user officers moving to Wood Green. A report is being written for EMT on the available options and the costs involved by mid December. | | | | | | |
| Issues for Resolution – See above | | | | | | |
| New Risks - None | | | | | | |

| Project Title | | Business Planning | | | | |
|---|-------------------|-------------------------|---------------------------------|-------------------------------|----------|----------|
| Project Manager: Arshi Zaman | | | Project Sponsor: Stephen Clarke | | | |
| Status This Month | Status Last Month | Timescale | Budget | Performance | Issues | Risks |
| G | G | G | G | G | A | G |
| Original End Date: April 2008 | | Current End Date | | Project Budget: Nil | | |
| <p>PROJECT DESCRIPTON / OBJECTIVES</p> <ul style="list-style-type: none"> ▪ To have a clear and measurable business plan that will drive the organisation through team planning and appraisals ▪ To set out clearly what our aims are and how we are going to deliver and resource them ▪ To agree the business plan with the Council, residents and staff fully engaged | | | | | | |
| <p><u>MANAGEMENT SUMMARY FOR REPORTING PERIOD:</u></p> <p>Achievements this reporting period</p> <ul style="list-style-type: none"> • Homes for Haringey completed and submitted Pre-Business Plan Review in September. • Board, Residents Consultative Forum, EMT and all managers consulted to draw up outcomes the organisation plans to have achieved within five years. • Team plans have been submitted by all third tier managers, commented on by EMT leads, revised and then re-submitted • Extended EMT held a workshop on the 19th November to discuss the 5 year outcomes and how these can be drawn up into the 5 year business plan (including projects identified in completed team plans). • Work has commenced on drafting the Business Plan and intention is to have provided a draft of the Business Plan to the Housing Client by the 19th December, with consideration by the Council's Cabinet in March 2008. <p>Explanation for Red/Amber traffic lights – Delays in Government's provision of Draft and Final Determinations of Housing Subsidy means it might not be possible for any changes to be evaluated in time to be accounted for in the Business Plan and MTFS – these may need to be considered during budget management during the 2008/09 financial year.</p> <p>Issues for Resolution – See above</p> <p>New Risks – None</p> | | | | | | |

| Project Title | | Implementation of Repairs Client Function | | | | |
|--|-------------------|--|--------------------------------------|-------------------------------|----------|----------|
| Project Manager: Martin Hctor | | | Project Sponsor: Rowan Limond | | | |
| Status This Month | Status Last Month | Timescale | Budget | Performance | Issues | Risks |
| G | G | G | G | G | G | G |
| Original End Date: 30/09/2007 | | Current End Date 31/12/2007 | | Project Budget: Nil | | |
| PROJECT DESCRIPTION / OBJECTIVES | | | | | | |
| <ul style="list-style-type: none"> ▪ Establishment of a Client Team within Building Services to manage the Responsive and Void Repairs Contract ▪ Establishment of a discrete team to deliver the Aids and Adaptations programme ▪ To contain staffing costs within existing establishment budgets | | | | | | |
| <u>MANAGEMENT SUMMARY FOR REPORTING PERIOD:</u> | | | | | | |
| Achievements this reporting period | | | | | | |
| <ul style="list-style-type: none"> • Voids Surveyors transferred to day to day management of the Specialist Surveying Team with effect from 30 November. • Confirmation to Trade Unions that there have been no unresolved objections from staff to the proposals | | | | | | |
| Explanation for Red/Amber traffic lights – Formal approval of the reorganisation proposal has slipped but will progress in December; in reality, staff are already carrying out their new roles | | | | | | |
| Issues for Resolution: | | | | | | |
| <ul style="list-style-type: none"> ▪ Evaluation of one new Quantity Surveyor post, and compensatory deletion of one surveying post ▪ Reports to EMT and Board for formal approval to implement reorganisation proposals. ▪ Confirmation of staff assimilation ▪ The future of Aids and Adaptations team/function in the context of the Council's delivery plan for adaptations, including re-allocating employees to general surveying functions; or possible TUPE transfer if the Council were to decide to outsource future design and supervision of adaptation work. | | | | | | |
| New Risks – None | | | | | | |

| Project Title | | Repairs Operations Mobilisation | | | | |
|--|-------------------|--|-----------------------------------|---|----------|----------|
| Project Manager: David Gray | | | Project Sponsor: Bob Watts | | | |
| Status This Month | Status Last Month | Timescale | Budget | Performance | Issues | Risks |
| G | G | G | G | G | G | G |
| Original End Date: September 2008 | | Current End Date | | Project Budget: £358,000 | | |
| PROJECT DESCRIPTION / OBJECTIVES | | | | | | |
| <ul style="list-style-type: none"> To ensure that Repairs Operations achieves the necessary changes to deliver the repairs contract. To identify and deliver further changes needed in the first 9 months of the contract i.e. by 30 September 2008. To ensure that repairs and voids performance is not adversely affected by the above changes. | | | | | | |
| MANAGEMENT SUMMARY FOR REPORTING PERIOD: | | | | | | |
| Achievements this reporting period | | | | | | |
| <ul style="list-style-type: none"> Contract award made, staff and all bidders notified (note that contact cannot be confirmed until expiry of 10 day statutory challenge period on 10th October) Pinnacle commissioned to lead on delivery of mobilisation Key objectives (brief) for Pinnacle commission agreed Pinnacle team identified, including Project Director. The set up meeting was held on 4th October. The team and the key objectives have been confirmed. Interim management structure agreed Service improvement manager in post from 8th October (P Forsyth) Draft project plan produced Staff communication pamphlet prepared for distribution week commencing 5th November Project Director (D Gray) started full time 12th November Request to council to continue using Call centre service up to 31st March 2008 | | | | | | |
| Explanation for Red/Amber traffic lights – Not applicable | | | | | | |
| Issues for Resolution - None | | | | | | |
| New Risks - Project plan and risk assessment to be reviewed as part of Pinnacle start up | | | | | | |

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|--|-------------------|--|-----------------------------------|-----------------------------------|----------|----------|
| Project Title | | Management of mechanical and electrical contracts | | | | |
| Project Manager: Les Armstrong | | | Project Sponsor: Bob Watts | | | |
| Status This Month | Status Last Month | Timescale | Budget | Performance | Issues | Risks |
| A | A | R | G | A | G | G |
| Original End Date: December 2007 | | Current End Date December 2007 | | Project Budget: £1.346m | | |
| PROJECT DESCRIPTION / OBJECTIVES | | | | | | |
| To put in place processes and procedures to improve the management of planned and reactive maintenance contracts for the following areas of work: | | | | | | |
| <ul style="list-style-type: none"> ▪ Door Entry ▪ Aerial and Satellite ▪ Lift ▪ Dry Risers ▪ Water pumps ▪ Fire fighting equipment ▪ Water Tanks ▪ Gas Appliances <ul style="list-style-type: none"> ▪ To improve value for money ▪ To improve resident satisfaction ▪ To establish the principles of the ongoing contracts emphasising improvement of performance monitoring ▪ To set targets and monitor performance against these targets ▪ To carry out more jobs within set timescales ▪ To complete more jobs on the first visit ▪ To ensure costs are contained within the annual budget ▪ Reduce reactive spend and increase planned | | | | | | |
| <u>MANAGEMENT SUMMARY FOR REPORTING PERIOD:</u> | | | | | | |
| Achievements this reporting period | | | | | | |
| <ul style="list-style-type: none"> • Programme of contractor meetings established • OHMs training complete for Homes for Haringey staff • Door entry pilot went live on 19th September • Pilot evaluation ongoing – site identification on OHMS to be resolved • Performance management framework agreed with contractor • 2 draft reports received from internal audit. Responsive Repairs and Annual Testing – both are green with substantial assurance, comment required by 13th December | | | | | | |
| Explanation for Red/Amber traffic lights: The programmed roll out of OHMs to maintenance contracts other than door entry has been delayed due to need to resolve operational issues. A revised programme has been issued by the Housing Information Team incorporating the installation of OHMs version 39 in December and testing of the contractor portal email functionality. A period of testing will then be followed by go live on 11 th February. | | | | | | |
| Issues for Resolution – Need to agree timetable to implement audit recommendations | | | | | | |
| New Risks- None | | | | | | |

| Project Title | | Procurement of Gas Maintenance Contract | | | | |
|--|-------------------|--|-----------------------------------|-----------------------------------|----------|----------|
| Project Manager: Les Armstrong | | | Project Sponsor: Bob Watts | | | |
| Status This Month | Status Last Month | Timescale | Budget | Performance | Issues | Risks |
| G | G | G | G | G | G | G |
| Original End Date: 31 ST MARCH 2008 | | Current End Date | | Project Budget: £73,981 | | |
| <p>PROJECT DESCRIPTION / OBJECTIVES</p> <p>To ensure that Homes for Haringey has appropriate arrangement for continuity in its contracts for Gas Maintenance to its stock after March 31st 2008 when the current contracts expire. The three existing Gas Maintenance contracts expire on March 31st, 2008.</p> <ul style="list-style-type: none"> • EU & UK Procurement Law-compliant contracts in place by February 2008. • Contractors prepared to make seamless takeover of stock on April 1st 2008 • Continuity of Gas Safety for all residents • Achieve a value for money procurement which provides a high level of customer care to residents and is regarded as best in class amongst similar public sector organisations. | | | | | | |
| <p><u>MANAGEMENT SUMMARY FOR REPORTING PERIOD:</u></p> <p>Achievements this reporting period</p> <ul style="list-style-type: none"> • The Pre-Qualification Questionnaires have been evaluated and scored by design and engineering staff, Keegans and two residents during August and a shortlist of tenderers compiled. • The tender documents, specifications and schedules of rates have been completed and tenders were sent out to the shortlisted companies on October 2nd 2007. • Instructions were issued to tenderers to include an alternative price for a Comprehensive or "5-Star" contract option. • Mid-Tender Workshop for Tenderers completed on schedule with 100% attendance. • Evaluation of Written Quality Method Statements and Prices completed on schedule • Verification visits brought forward to 27/11 – 5/12 <p>Explanation for Red/Amber traffic lights – None, as while the programme has tightened since inception most losses have been recovered. The project is on schedule to report to the Finance and Audit Committee on 15th January 2008.</p> <p>Issues for Resolution - None</p> <p>New Risks - None</p> | | | | | | |

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|---|-------------------|--------------------------|-----------------------------------|----------------------------------|----------|----------|
| Project Title | | | Decent homes preparation | | | |
| Project Manager: Ola Akinfe | | | Project Sponsor: Bob Watts | | | |
| Status This Month | Status Last Month | Timescale | Budget | Resources | Issues | Risks |
| G | G | G | A | G | G | A |
| Original End Date: September 2007 | | Current End Date: | | Project Budget: £ 800k | | |
| PROJECT DESCRIPTION / OBJECTIVES | | | | | | |
| <ul style="list-style-type: none"> ▪ To prepare for the commencement of the decent homes pilot programme in February 2008 and the commencement of the main programme in April 2008. ▪ To ensure the Construction partners and compliance team partners have systems in place and are ready to deliver the programme. ▪ To confirm the stock condition survey data and provide a degree of cost certainty for the programme. ▪ To ensure all resident and officer stakeholders are consulted about the strategic elements of the programme. | | | | | | |
| MANAGEMENT SUMMARY FOR REPORTING PERIOD: | | | | | | |
| Achievements this reporting period | | | | | | |
| <ul style="list-style-type: none"> • Completed validation surveys. • Completed desk top exercise and issue cost report demonstrating cost certainty against programme. • Prepared Home zone article on Decent Homes. • Completion of the standard specifications for Decent Homes. • Completed training for in-house team to commence stock surveys. • Completion of the Materials specification including colour ranges. • 'Meet the Contractor' Consultation events for the pilot programmes. • Commencement of Year 1 surveys. | | | | | | |
| Explanation for Red/Amber traffic lights - A meeting with the DCLG has taken place to discuss our bid and the likely funding allocation. The budget and risks are shown as amber because negotiations are currently taking place on the timing and level of funding allocation. | | | | | | |
| Issues for Resolution – None | | | | | | |
| New Risks – See above | | | | | | |

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|---|-------------------|--------------------------|--|--------------------------------|----------|----------|
| Project Title | | | Implementing the Respect Agenda | | | |
| Project Manager: Winston Reid | | | Project Sponsor: Jackie Thomas | | | |
| Status This Month | Status Last Month | Timescale | Budget | Resources | Issues | Risks |
| G | G | G | G | G | A | G |
| Original End Date: March 2008 | | Current End Date: | | Project Budget: £nil | | |
| <p>PROJECT DESCRIPTION / OBJECTIVES</p> <p>The overarching purpose of this project is to support Homes for Haringey's strategic aim to develop safer and stronger communities.</p> <p>Objectives</p> <ul style="list-style-type: none"> • Improved resident satisfaction in relation to the way Homes for Haringey deals with anti-social behaviour • Greater awareness and confidence in the organisation's efforts to address anti-social behaviour • To work with the Council and other partners to share information and co-ordinate activity making the appropriate links with other strategies e.g. diversity; community cohesion and supporting people • Improved management and performance monitoring of anti-social behaviour • Full resident engagement in addressing local anti-social behaviour problems in their areas | | | | | | |
| <p>MANAGEMENT SUMMARY FOR REPORTING PERIOD:</p> <p>Achievements this reporting period</p> <ul style="list-style-type: none"> • Detailed Project Plan drafted and submitted to EMT for approval • Tenancy Management surveyed on role and use of Safer Neighbourhood Panels • Residents priorities for Good Neighbourhood Agreements being finalised for final consultation meeting • Case passed to Legal to consider Demoted Tenancy action • Agreement reached on conducting Focus Group for victims of Anti-social behaviour as part of 2008's Residents Survey <p>Explanation for Red/Amber traffic lights - Project Plan to be approved/amended by EMT</p> <p>Issues for Resolution – See above</p> <p>New Risks – None</p> | | | | | | |

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|--|-------------------|--|---------------------------------------|--------------------------------|----------|----------|
| Project Title | | Managing estate performance and information framework | | | | |
| Project Manager: Mike Meehan | | | Project Sponsor: Jackie Thomas | | | |
| Status This Month | Status Last Month | Timescale | Budget | Resources | Issues | Risks |
| G | G | G | G | G | A | G |
| Original End Date: October 07 | | Current End Date: | | Project Budget: £nil | | |
| PROJECT DESCRIPTION / OBJECTIVES | | | | | | |
| <ul style="list-style-type: none"> ▪ The purpose of this project is to identify a performance framework for managing Homes for Haringey estate environments. ▪ This includes identifying the performance information needed to do this, identifying the best methods for collecting this information and putting forward recommendations for changes needed from existing practice. | | | | | | |
| MANAGEMENT SUMMARY FOR REPORTING PERIOD: | | | | | | |
| Achievements this reporting period | | | | | | |
| <ul style="list-style-type: none"> • Recommendations for future monitoring and co-ordination made in a paper to the steering group. Agreed that further work was needed before finalising recommendations. • Sub group met to discuss putting ESM monitoring onto OHMS • Project Board to map out a timetable for when putting ESM monitoring onto OHMS can be achieved by and what it would entail | | | | | | |
| <p>Explanation for Red/Amber traffic lights – Following a project Board meeting held on the 18/09/07 there were a number of actions that needed to be achieved. All project board members are to complete their actions by the next project board meeting. This included putting Estate Service Manager monitoring onto the housing database OHMS, defining a structure for estates, blocks and units, collating all the information we have on Kenneth Robins House and requesting some crystal reports. The milestone plan has been amended to incorporate these actions.</p> | | | | | | |
| Issues for Resolution – See above | | | | | | |
| New Risks – None | | | | | | |

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| Project Title | | Environmental sustainability | | | | |
| Project Manager: Jacinta Walters | | | Project Sponsor: Stephen Clarke | | | |
| Status This Month | Status Last Month | Timescale | Budget | Performance | Issues | Risks |
| G | G | G | G | G | G | G |
| Original End Date: March 2008 | | Current End Date | | Project Budget: £nil | | |
| PROJECT DESCRIPTION / OBJECTIVES To produce an Environmental Sustainability strategy and detailed action plan for the short/medium and long term. Strategy to be presented to Executive Management Team for agreement in January 2008, and the Service Delivery Committee for approval, in February 2008. | | | | | | |
| MANAGEMENT SUMMARY FOR REPORTING PERIOD: | | | | | | |
| Achievements this reporting period | | | | | | |
| <ul style="list-style-type: none"> • Raising Awareness and Involvement chapter of the strategy document drafted and signed off by the project team. • Report on Environmental Management Systems considered by the project group. This is a formal procedure for managing our environmental impacts. Agreed we should adopt the British Standard Institute 8555 STEMS (Steps to Environmental Management Systems) approach to achieving full accreditation. • Protecting the Environment Workshop held at 31st October Residents Consultative Forum with positive outcomes. • Project Plan drawn up for producing staff travel plan. | | | | | | |
| Explanation for Red/Amber traffic lights – Not applicable | | | | | | |
| Issues for Resolution - Viability of establishing performance measures and setting targets for some activities which are difficult to quantify or which we have limited control over. The status is green because the issue identified does not fundamentally impact on the ability of the team to delivery the objectives of the project in this financial year. | | | | | | |
| New Risks - None | | | | | | |

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|--|-------------|------------------------------|---------------------------------------|-------------|--------|-------|
| Project Title | | Equalities Excellence | | | | |
| Project Manager: Christine Joseph | | | Project Sponsor: Jackie Thomas | | | |
| Status This | Status Last | Timescale | Budget | Performance | Issues | Risks |

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|---|-------|--------------------------|---|--------------------------------|---|---|
| Month | Month | | | | | |
| G | G | G | G | G | A | A |
| Original End Date: December 08 | | Current End Date: | | Project Budget: £nil | | |
| PROJECT DESCRIPTION / OBJECTIVES | | | | | | |
| <p>To write an Equalities Excellence Plan for approval by Executive Management Team and implement the plan by December 2008.</p> <p>To monitor and update the plan in accordance with agreed timescales.</p> | | | | | | |
| <u>MANAGEMENT SUMMARY FOR REPORTING PERIOD:</u> | | | | | | |
| Achievements this reporting period | | | | | | |
| <ul style="list-style-type: none"> • An Equalities Excellence plan has been developed and has been approved by EMT. It will be presented to the Equalities Forum. • The Equalities Manager has begun disseminating information on the plan to services identifying the service requirements and implications. • Work has begun supporting services to identify appropriate actions and initiatives to ensure that services address equalities and diversity issues. • Work has begun to identify the equalities performance monitoring requirements and to support services in establishing appropriate data recording and reporting mechanisms. • Completed the review of team plans collating all of the actions being taken to tailor services and address equalities and diversity issues ensuring there is a joined up business approach and best practice is shared. | | | | | | |
| Explanation for Red/Amber traffic lights – See below | | | | | | |
| Issues for Resolution – Issues to resolve around willingness of residents to provide individuals needs information and staff to share information on sexuality, religion or beliefs. Mitigation plans are to develop appropriate information and publicity campaigns to increase understanding of benefits of providing the information requested. | | | | | | |
| New Risks – There is also a risk around the need to ensure that sensitive data is held securely and used appropriately. Mitigation plan is to develop an appropriate equalities data storage / access plan and ensure it complies with appropriate security and legislative requirements i.e. data protection. | | | | | | |

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|--|-------------------|---|---------------------------------------|--------------------------------|----------|----------|
| Project Title | | Implementation of the value for money strategy | | | | |
| Project Manager: Mark Smith | | | Project Sponsor: Rowann Limond | | | |
| Status This Month | Status Last Month | Timescale | Budget | Performance | Issues | Risks |
| G | G | G | G | G | G | G |
| Original End Date: March 2008 | | Current End Date March 2008 | | Project Budget: £nil | | |
| PROJECT DESCRIPTION / OBJECTIVES | | | | | | |
| This project is to ensure that the Value For Money Strategy is implemented in Homes for Haringey. | | | | | | |
| The key objective is to update and implement the VFM Strategy | | | | | | |
| <u>MANAGEMENT SUMMARY FOR REPORTING PERIOD:</u> | | | | | | |
| Achievements this reporting period | | | | | | |
| <ul style="list-style-type: none"> ▪ Update of Value for Money strategy being drafted. ▪ Action plan for the further embedding of strategy is under consideration and will be in line with the Business plan for 2008/09 ▪ The Housemark submission for 2006/07 has been submitted. ▪ The scoping of the review of IT services is underway ▪ Submissions in respect of IT services have been submitted to Housemark as part of a national ALMO review of IT costs | | | | | | |
| Explanation for Red/Amber traffic lights | | | | | | |
| None. | | | | | | |
| Issues for Resolution | | | | | | |
| None | | | | | | |
| New Risks | | | | | | |
| None | | | | | | |

| Project Title | | Taking Performance forward | | | | |
|--|-------------------|----------------------------|--------------------------------|--------------------------------|----------|----------|
| Project Manager: Mike Meehan | | | Project Sponsor: Rowann Limond | | | |
| Status This Month | Status Last Month | Timescale | Budget | Performance | Issues | Risks |
| G | G | G | G | G | A | A |
| Original End Date: December 2007 | | Current End Date | | Project Budget: £nil | | |
| PROJECT DESCRIPTION / OBJECTIVES | | | | | | |
| <p>The purpose of this project is to identify the measures needed to embed performance management at all levels of the organisation, with a strong focus on teams (as defined in the performance management framework), and to set out a programme for beginning this process.</p> | | | | | | |
| <u>MANAGEMENT SUMMARY FOR REPORTING PERIOD:</u> | | | | | | |
| Achievements this reporting period | | | | | | |
| <ul style="list-style-type: none"> • Papers to Executive Management Team on taking performance forward and publicising performance agreed • Performance team has met with all management teams in Housing Management and Building Services to agree draft set of PIs. Meetings scheduled with other three. • Performance team has attended residents' finance, supported housing, tenant participation and repairs panels to get their proposals for residents' top 10 performance indicators, and has spoken with all other panels. • Distributed monthly reporting timetable to managers for when comments expected • Agreed set of performance measures for each of the 10 customer focused teams • Have introduced a revised Executive Management Team scorecard • Quarter 2 team plan highlight reports delivered • Balanced scorecard reflecting revised EMT scorecard introduced • Meeting with client to develop outline of scorecard. • Principle presented to Board on 29/11/07 – they agreed to discuss at next away day (draft to go to EMT and Client by end of January). | | | | | | |
| <p>Explanation for Red/Amber traffic lights – Nearly all team scorecards include performance indicators which cannot currently be measured so systems need to be established to do this. Performance team are to work closely with teams to help them to put systems in place.</p> | | | | | | |
| <p>Issues for Resolution – See above</p> | | | | | | |
| <p>New Risks – None.</p> | | | | | | |